

21 April 1988

MEMORANDUM FOR: Deputy Director for Administration

25X1 FROM:

Director of Training and Education

SUBJECT: Weekly Report

25X1

[Redacted]

* 2. The twelfth running of the Executive Seminar was held 11 - 15 April at the Donaldson Brown Center, Port Deposit, Maryland. All directorates were represented among the twenty participants. The DCI, the DDCI, and the directorate DD's, with the exception of the DI who was on TDY, addressed the seminar.

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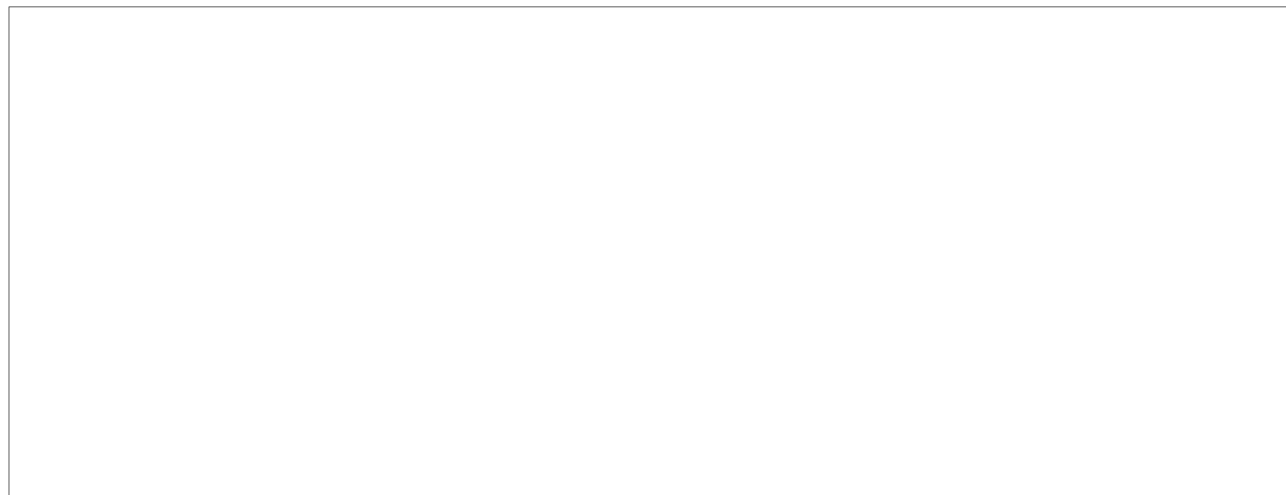
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[Redacted]

~~SECRET~~

SUBJECT: Weekly Report

25X1



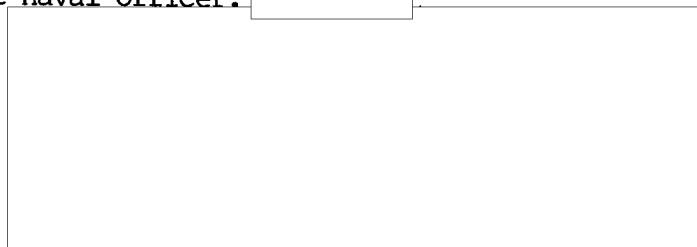
6. During the week of 4 April 1988, Professor John Rassias of Dartmouth College visited OTE's Language Training Division (LTD) to observe and assess methodologies and curriculum used by LTD French instructors. As part of the OTE French curriculum review, Professor Rassias observed classes and held interviews and discussions with students, instructors, and staff. On 5 and 6 April, he observed the French Extended Total Immersion Program and gave a presentation that challenged teachers and students on the issue of foreign language teaching and learning. [REDACTED]

25X1

7. On 14 April an OTE Leadership Development Division (LDD) instructor made a presentation on Soviet naval strategy to a group of 28 students in the Chief of Naval Operations' Executive Development Program at Annapolis. The instructor wore a Soviet uniform for added effect. He was well into his presentation before some of the officers present realized that he wasn't really a Soviet naval officer! [REDACTED]

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C O N F I D E N T I A L

20 April 1988

MEMORANDUM FOR: Director of Training and Education

FROM:

Chief, Language Training Division

SUBJECT: Language Training Division Weekly Report

25X1
1. During the week of 4 April 1988, Professor John Rassias of Dartmouth College visited LTD to observe and assess methodologies and curriculum used by LTD French instructors. As part of the original OTE French curriculum review, Professor Rassias observed classes and held interviews and discussions with students, instructors, and staff. On 5 and 6 April, he observed the French Extended Total Immersion Program and gave a presentation that challenged teachers and students on the issue of foreign language teaching and learning. At the end of April 1988, Professor Rassias will forward a written report of his observations and recommendations. [redacted] OTE's Language Training Division (LTD) ✓

25X1
2. On 12 April 1988, a LTD Italian student arranged for his classmates and instructor [redacted] to take a VIP tour of the Capitol. A highlight of the tour was an invitation to lunch in the Senate dining room and the special attention of the Italian chef and his spouse who, over lunch, engaged the group in a lengthy conversation in Italian. [redacted] ✓

25X1
3. On 11 April 1988, LTD Spanish instructors [redacted] met with Dr. Stephen Stryker, Section Chief of Spanish and Portuguese at the Foreign Service Institute, to exchange teaching materials and arrange for future exchanges between the two Agencies. Materials provided by Dr. Stryker, mainly videotapes on Latin America regional studies and socio-cultural topics, will be incorporated in the 16 May-24 June 1988 Spanish Extended Total Immersion Program. Chief/FBIS/ELAAD [redacted] has also agreed to obtain [redacted] 25X1

C O N F I D E N T I A L

C O N F I D E N T I A L

SUBJECT: Language Training Division Weekly Report (Cont.)

25X1 4. The 28 March-6 May 1988 French Extended Total Immersion Program
is centered around practical and job-related situations and topical
issues related to participants' countries of destination. The
participation of speakers from various Agency directorates has been well
received and their presentations have triggered a high level of student
interest. One of the speakers [redacted] from FBIS/ELAAD) found the
program so interesting that after his presentation on Zaire he
volunteered to spend the day and work on language activities with the
students. [redacted]

25X1 5. On 8 April 1988, [redacted] LTD French and Italian Section
Chief, gave a presentation on Life in the Old City of Jerusalem as part
of the Middle East Survey course offered by Topical Issues Branch. [redacted]

25X1 6. During the month of April 1988, LTD French instructor [redacted]
[redacted] administered oral proficiency tests to high school teachers of
French who are applying for fellowships with the Rockefeller
Foundation. [redacted]

25X1 8. There were 28 reading proficiency tests and 35 oral proficiency
tests during the past week.

(2)

C O N F I D E N T I A L

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19 April 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

[redacted]
Chief, Leadership Development Division
Office of Training and Education

25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 1. [redacted] followed up with the Director of DOE's Central Training Facility, Mr. Dennis Taylor, on two matters which were raised during the recent visit of Midcareer Course 104 to Albuquerque. The first was to pass on an Intelligence Community assessment on the threat posed to DOE facilities, and especially to nuclear weapons, by terrorists' use of chemical and biological weapons. There was a SNIE done on this subject in 86 and CTC believes those judgments to be still valid. Mr. Taylor had told us during our class visit that DOE could not obtain permission to train its security forces to operate in a chemical weapons threat environment unless there were intelligence to support this premise. Although the SNIE has been approved for release to the DOE field sites, somehow the information had not reached those responsible for their training. Mr. Taylor was most appreciative. [redacted]

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[redacted]
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Spill over

Chief of Naval Operations

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25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 4. During the month of April, [redacted] began support to two upcoming office conferences--Supply Division/OL and Analytical Computer Service Division/OIR--in addition to developing a series of seminars on "Managing Change" for OIA in conjunction with their move to HQs. The OL conference runs 28-29 April and the OIR conference is tentatively set for 3 June. The expected combined audience for both conferences includes over 30 managers and 75 employees. One hundred managers and employees are expected to attend the OIA seminars. Separate reports will be

25X1 forwarded on the results of each activity. [redacted]

25X1 5. On 20 April LDD training assistants will meet [redacted] for a training support conference which will focus on "Team Building." Topics to be covered involve the dynamics of working together as a team, such as: group planning; brainstorming; Myers-Briggs Indicator (MBTI) feedback; problem-solving exercises, issues analysis, interviews and reports. Interactions with LDD leadership--C/LDD and C/MTB--is planned to allow for further sharing of ideas. The focus will be on resources

25X1 within LDD to help create a greater impetus for teamwork. [redacted]

*Discontinue
DO's* * 6. The twelfth running of the Executive Seminar was held 11-15 April at the Donaldson Brown Center, Port Deposit, Maryland. All directorates were represented among the twenty participants. ~~(3 women and 20 men)~~ and The ~~DOs, with the exception of the DI who was on TDY, addressed the seminar, along with the DCI, and the DDCI.~~ Cecil Marty, Director, Product Energy & Advance Technical Group, Westinghouse; and Frank Nowak, Director, Post College Professional Education, Carnegie Mellon University spoke to the group at an evening session presenting issues and problems facing leaders in large complex public and private organizations. Unequivocally, the sessions with top management continue to be the guts of the course which further emphasizes the importance of their participation. [redacted]

25X1 7. Management Training Branch conducted the 6th running in CY 88 of Managing in CIA for 26 students on 11-13 April. [redacted] a division chief in the Office of Security, acted as manager-in-the-classroom and made some highly effective contributions. A preliminary review of course evaluations indicates the program was well received by most students; three OC managers, however, were unimpressed. [redacted]

25X1 [redacted] conducted the run. [redacted]

25X1 Another running of MCIA for GS-11 and above managers, conducted by a completely different team other than [redacted] will be held this week. The back-to-back runnings are noteworthy because they mean that the longstanding backlog of DI, DST and DO candidates for the GS-11 and above version of the course will be virtually erased. There is still a fairly large number of candidates from the DA for both versions of the course, particularly the GS-10 and below offerings. MTB will explore the possibility of converting some scheduled runs to DA only or component specific during the rest of the year if the DI, DO and DST backlog remains manageable. [redacted]

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25X1 SUBJECT: LDD Weekly Report [REDACTED]

25X1 8. The third running of Looking Glass Inc. so far this year was held [REDACTED] 11-15 April. [REDACTED] co-taught with George Peabody and his contractors. Although a lot of learning took place during the course--several managers had fundamental revelations about their management style--the numerical evaluations tallied only 4 out of 5 for value. This was one of the lowest overall rating for LGI or any other management course in more than a year. We remain convinced that this was less the result of any major design problem--although MTB continuously makes changes to improve the course--but more the fact that some students were "sent to be fixed" by home components. One in particular proved very resistant the course and, in particular, to the process of self-examination. We find that feedback from the organization (from peers, bosses and subordinates) is often the most useful but also the most difficult for the less capable managers to accept. A separate memo will be prepared on some of the problems in the run. [REDACTED]

25X1 9. The second Program on Creative Management assessors workshop was held 12-14 April to train additional assessors in the feedback instruments used in the program. Contractors Ann Casey Bryant and OTE staffers [REDACTED] participated along with Gail [REDACTED] the Training Assistant in MTB who handles POCM instrumentation. Completion of the two workshops will give MTB additional contractor assessors--nine are needed in each run. In addition, having--for the first time--OTE staffers skilled in POCM instrumentation will give MTB a last-minute fill-in capability and enable instructors to draw closer links to the assessment process in the instructional segments of the program. [REDACTED]

25X1 10. On 11 April MTB ran "Time Management" in the Electives for Managers program. Eighteen students attended; there were seven cancellations and 4 no-shows. The overall evaluation was a surprisingly low 3.9--the workshop usually gets a much stronger reaction. The contractor, Herm Trabic, commented that the students were the toughest, most negative group he had ever instructed. In part, this was because of the presence of a group from the same division in the Office of Security. They were particularly resistant to the course content--which stresses the need for prioritization of workplace issues, insisting that it was not applicable to their worklife; they have no control over their environment, everything is number one priority. This type of negativism is frequently encountered when personnel from the same work unit form a substantial portion of the students and see their concerns as more important than those of others. In the future, we will try to the degree possible to get a better mix of students. [REDACTED]

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Administration Division Weekly
11 - 15 April 1988

Conferencing

25X1

[Redacted]

DC/AD attended ILSP meeting on 14 April; an OIT representative explained the Information Service Center concept for the NHB. Progress reports were given by OL, OIT, and OS, and all activities continue to be on schedule.

DC/AD arranged with Hqs Consolidation Staff for OTE to be allocated rooms 1024, 1026, and 2617 for use by ISTD.

Miscellaneous

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[Redacted]

*appears later
more*

25X1

C/AD and Executive Secretary, TSB met with [Redacted] ADP Control Officer, to discuss ADP requirements for Admin Division.

Executive Secretary, TSB requested info from Divisions on updating the CIA Telephone Directory scheduled to be released in May 1988 by OIT.

25X1

Executive Secretary, TSB enrolled [Redacted]

25X1

[Redacted] in COMMO training in July.

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CONFIDENTIALTraining Selection Board

25X1

On 13 April, handcarried nomination for [] OIT to President's Commission on Executive Exchange to ExDir. Approved form returned on 14 April and handcarried to President's Commission on 15 April.

25X1

In response to request from [] gave the number of people who attended schools under TSB jurisdiction during FY 86 and FY 87 and the percentage who were women.

Prepared nomination letter to Armed Forces Staff College for Class 84, August 88-January 89.

25X1

Prepared Travel Order for [] going to Executive Seminar Center.

Enrolled two OGC officers in Justice and Society at Aspen Institute.

Budget and Finance

25X1

C/B&F met with [] DDC, and Division Chiefs regarding their status of funds at mid-year.

25X1

C/B&F, Disbursing Officer, and a member of the Audit Staff [] do the final accountings and disburse to the S&T ops students.

DC/B&F completed 90/91 Program and delivered to DDA/MS on 12 April.

Security

Attended Curriculum Meeting at AHS on 14 April.

25X1

Worked with C/LTD re blanket OS approval request for yellow badge instructors for immersions [] C/LTD to write memo to OS (CD/3) thru SO/OTE on this subject.

Building Safety Inspection scheduled for 21-22 April.

25X1

Personnel

25X1

On 13 April, C/PB briefed [] on the preparation of PARs.

DC/PB acted as advisor to Secretarial Promotion Panel which met on 13 and 14 April.

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[redacted]

Liz attended a meeting on Tuesday concerning the various programs that the EEO has running including Muppies, Urban Fellows etc. OTE is one of four offices in the DA that is actively participating. LDD will be getting a Muppier, [redacted] on 23 May. The DDA is very interested in this program and is encouraging all to participate. Each office that gets a Muppier is to provide the individual with an Advanced Work Plan and a mentor. The AWP is to be forwarded to [redacted] O/EEO, by 2 May.

Liz attended a meeting with [redacted] of the Student Program Office. They are interested in getting OTE Co-ops in the fields that we need. They have alerted the recruiters to our needs and files should start coming our way.

Panel Support:

- Completed preparation for the IS Annual Review Panel.
- Continued preparation for the GS-15 Annual, GS-12 Semi-Annual, GS-11 LIP Semi-Annual, and the GS-11 Semi-Annual Panels.

Check-outs:TitleOfficeGradeDate

25X1

Logistics

Experienced roof air conditioning problems all week. Systems are still not repaired. One compressor is down awaiting parts, and the second system is currently working.

New weight scales for fitness room received and installed.

25X1

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18 April 1988

MEMORANDUM FOR: Deputy Director of Training and Education

25X1 FROM: [redacted]

Deputy Director of Training and Education for Curriculum

SUBJECT: DDC Area Events (11-22 April 1988)

Where We Are

25X1 1. [redacted] of CBTG demonstrated the Situational Leadership IVD to Edward C. Watt, Chief/Training and Development, Army Materiel Command, on 13 April. OTE appears to be the only place in the DC area that has a copy of this videodisc curriculum, so the vendor is recommending us to USG agencies that express interest. We demonstrated the material to the Department of State (FSI) two months ago.

25X1 2. [redacted] has succeeded in making the videodisc World Map system from Interactive Television function. He has also been doing the technical PC work to put together the workstation for the Bain demonstration (see below).

25X1 3. DDC, C/MPB, AC/CSI, and [redacted] met with [redacted] of the PAO to talk about a general purpose CIA history videotape. We agreed to do several things to help PAO focus its thoughts on what it wanted a contractor to do on this subject.

4. The Television Production Section was out of the office most of the week as it:

25X1 -- spent a number of days at [redacted] TV facility working on the editing of the videotape for TEAMS;

-- performed location shooting for the videotape "PC-Mainframe" at the Headquarters Learning Center; and

25X1 -- met with [redacted] a video systems engineer, who presented 12 options for upgrading the present video editing and duplicating systems.

5. The Visual Aids Section took on a graphics requirement from the D/OTE and finished it in record time. The requirement was unusual in that it required converting vu-graphs into slides and print material. All photographic aspects of this requirement were handled in-house.

25X1 6. DDC attended a meeting on DA information handling in the 1990s. The meeting focused on the ADP aspects of a presentation D/OIT will make at the upcoming DA off-site.

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25X1

8. DDC and C/PEDS talked with Paul Shields (FBI) to discuss FBI participation in OTE courses.

Where We Are Going

25X1

9. The Audiovisual Section will be assisting the Office of Personnel Conference [] next week by running a video cable from the auditorium to an audience spill-over area.

10. The Visual Aids Section will be completing graphic requirements for the Headquarters Learning Center. These involve photographs for a new informational brochure and vu-graphs for a briefing program.

11. The editing of the TEAMS videotape should be completed early next week. The editing of the "PC-Mainframe" videotape will be done next week. A meeting with the Office of Personnel is scheduled for next week to discuss production plans for the "DA Orientation" videotape.

25X1

12. On Tuesday, 19 April at 1400 hours, Dwight Gertz, the Bain & Co. Vice President who masterminded their "Code of Confidentiality" videodisc curriculum, will brief several of the members of the CI training task force in the OTE Learning Center [] The 45-minute interactive video curriculum will be available for trial by those in attendance, and will remain with us for a week or two after the demonstration.

13. DDC will meet with D/CPAS on Monday to discuss how training will help improve the positions of DI minorities in the 1990s.

25X1

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18 April 1988

MEMORANDUM FOR: Director of Training and Education

FROM:

Acting Director, Center for the Study of Intelligence

SUBJECT: Weekly Report/CSI

On 13 April, sixteen Army War College students visited Headquarters for a half-day of briefings. The program consisted of briefings on the Directorate of Science and Technology by ADS&T Jim Hirsch; Counterterrorism Initiatives by Chief of Counterterrorism Operations; and on CIA and The Military by Chief, Policy and Coordination Staff, DO.

On 15 April, the Center for the Study of Intelligence presented a two hour Brookings luncheon and briefing for 40 participants. The DDA hosted the event, along with table hosts from each of the directorates. Since this particular Brookings group had visited the Soviet Embassy earlier in the week, many questions of our briefers concerned the USSR, its arms control policy and its economy.

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12 April 1988

MEMORANDUM FOR: Director of Training and Education

FROM:

[redacted]
Chief, Leadership Development Division
Office of Training and Education

SUBJECT: LDD Weekly Report [redacted]

25X1

1. On 6-8 April, MTB ran its sixth "Leading People in CIA" of 1988.

[redacted] Chief of the OGI Geographic Division, did an excellent job as
~~manager-in-the-classroom~~ [redacted]

3. Executive Seminar No. 12 began on 11 April at the Donaldson Brown Center, Port Deposit, Maryland. The twenty new SIS officers participating come from the following components: DCI Area-one, DS&T-eight, DDA-five, DI-four, DO-two. The Deputy Chief, DO/European Division [redacted] was unable to attend the Seminar. On Tuesday the Director, Public Affairs Office met with the group. His talk was very enlightening and well received - and he said that he got a lot out of being there. Mr. Baker was informed that the participants were very impressed with the DCI after their meeting on Friday, 8 April and appreciated the one-hour plus time he gave them. [redacted]

4. [redacted] is arranging for the second running of the new Intelligence Issues and Challenges (IIC) Course which has replaced the Advanced Intelligence Seminar. Designed for Agency officers in grades GS-14 and above with a maximum participation of 22, the course will be held 23-27 May 1988. The precourse session is scheduled for the afternoon of 16 May. [redacted]

CONFIDENTIAL

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You asked me

to remind you

re: the attached

for this evening

creatively - Dave

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ADMINISTRATIVE - INTERNAL USE ONLY

19 April 1988

MEMORANDUM FOR: Director of Training and Education

FROM:

Acting Chief, Intelligence Training Division

SUBJECT: IT Weekly Report (U)

1. Our most recent running of the Seminar on International Economic Issues on 11-15 April once again received very favorable reviews from the students. During the week, 22 experts from the Agency, other government organizations, private business, and academia provided an historical and theoretical framework for understanding the world's most pressing international economic problems. This running focused more heavily than in the past on problems close to home--the U.S. budget and trade deficits--since they seem to be the driving force behind many of the world's economic ills at present. There were also special presentations on the Persian Gulf and its impact on world oil supplies and on the current economic crisis in Panama. Highlights of the week included an explanation by John Auten (Department of Treasury) of why the financial markets sit on pins and needles waiting for the monthly U.S. trade figures; evidence presented by Allen Lenz (formerly of the Department of Commerce) supporting his view that the dollar must depreciate further in order to balance the U.S. current account; Treasury Department Deputy Director Robert Blake's forecast of the debt prospects for developing countries; and stellar performances by Agency personnel covering the global economic situation, including OTE's who provided a fascinating sketch of the early development of Marxism in the USSR. (AIUO)

2. Professor Paul Gregory, University of Houston, spoke to the Soviet Economy Block on 12 April on "Assessing Economic Growth and Performance." Professor Gregory described the methods for determining rates of economic growth feasible. He also examined the bases which are necessary for productivity improvement. This session set up a necessary base for the sessions which will follow in the course. (U)

3. The Deception Analysis Course concluded another running on 8 April with 31 students (9 CIA, 6 DIA, 3 NSA, 3 Army, 3 Air Force, 3 Navy, 2 State, 2 FBI). The participants were well pleased with the course, rating it 8.5 on a ten-point scale. General Bill Odom, Director of NSA, had planned to attend as guest commentator on the student presentations Thursday evening, but he had to cancel at the last minute. We will seek to reschedule his participation for another running. (U)

ADMINISTRATIVE - INTERNAL USE ONLY

19 April 1988

MEMORANDUM FOR: Director of Training and Education

FROM:

Chief, Secretarial, Administrative, and
Communications Training Division

SUBJECT: Weekly Report

1. The Quickhand course, sponsored by the Secretarial Training Branch, ended 13 April with excellent results: nine of the participants qualified on the Agency shorthand test. In 46 hours or less, these qualifying participants learned the Quickhand shorthand system and built up qualifying speeds. As the result of cooperation between OTE and the Office of Personnel, the instructor, [redacted] administered the qualifying Agency test with an OP representative there to record scores. In the past the OP representative administered the shorthand test. (U)

2. [redacted] two instructors in the Communication Training Branch, attended the 6th annual Writing Assessment Conference in Minneapolis from 15-17 April. Some of the key items discussed at the meeting were Developing and Evaluating a Writing Assessment Program, Effects of Essay Topic Variations on Student Writing, Assessing Writing to Teach Writing, and Validity Issues in Direct Writing Assessment. A highlight of the conference was a panel discussion regarding assessment issues; members of the panel included Edward White, Lee Odell, Rex Brown, Alan Purvis, and Andrea Lunsford. (U)